THE ROYAL MILITARY ACADEMY
SANDHURST

# LEADERSHIP

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## AN AIDE—MEMOIRE

July, 1965

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### Setting an Example

1. Be cheerful, optimistic and enthusiastic.
   The value of a good sense of humour.
2. Be cool, controlled and determined when things go wrong. Aim at all times to be more efficient than your men.
3. Always be loyal. (Beware of criticism of Seniors.)
4. There is only one standard and that is the BEST.
5. Be smart and well turned out.
6. Be unselfish.
7. Be physically fit.
8. Pride of Unit is essential.
9. Acknowledge mistakes frankly.
10. The vital necessity for good manners:
    Return salutes punctiliously;
    Say "Good morning, etc".
11. Your personal code of behaviour.
12. Support the Church.

### Discipline

1. Praise in public.
   Rebuke in private and as constructively as you can.
2. Praise or rebuke as soon after the act as possible.
3. See that a man gets full credit when he does a particularly good job.
4. Be friendly but NEVER familiar.
5. Avoid sarcasm and bad language..
6. By being scrupulously fair and just, even if it means severity and unpopularity, you will command respect.
7. When hearing a case, if in doubt as to the accuracy of the evidence, remand the case for further inquiry.
8. Invariably give a first offender a chance; after which a proper punishment that, if possible, fits the crime.
9. Give every case as individual and constructive treatment as possible.
10. Make certain a man knows why he is being punished.
11. Give the man a fresh start after a punishment.
12. Always investigate a complaint and do something about it.

### Orders

1. Be clear and definite.
2. Be reasonable.
3. Simplicity.
4. Make certain that any order you give is within your authority.

   An order that cannot be enforced is a BAD ORDER.
   If in doubt the recipient of an order must ask.
   Insist on absolute obedience.
   An order is NOT a basis for discussion.

### Responsibility

1. The carrying out of orders in spirit as well as letter.
2. The carrying out of Superiors' policies and wishes as if they were your own.
3. The need for decentralisation but constant supervision and checking up.
4. The desire "Never to let your Superior down".
5. Make sure all Junior Commanders know what their responsibilities are.
6. The giving of responsibiliity with full support to Junior Commanders breeds confidence and efficiency.

**Iuterest in men**

...w all possible about your men, both ... and ...ly.

...their problems carefully before g...

...at trouble on their behalf, when ... is

... to obtain the help of the vario...

...e men feel that you are interested in their careers, ...eir advancement and in putting them in the right job.

6. Appreciate and und...tand the things which interest your men.
7. Take great interest in M...g, Accommodation, Clothing etc.
8. Visit those in hospital.
9. Study leave problems ca... and help whenever possible.
10. Make full use of the Padr... give him full support.

**Keep your men informed**

1. Keep your men constantly in the picture in War and in Peace.
2. Explain reasons for, and the purpose and importance of certain Orders and Regulations.
3. Give reason for any sudden interferenc... ve or other privileges.
4. ...n the opportunity to ask ... ers ...r to them.
5. ...y with rumours.
6. ...elf well informed on worl... ily rea... good articles in newsp... to broadcasts etc.